Welcome to the
Department of Human Resources
Social Services Administration
Program Improvement Plan (PIP)
Annual Meeting

June 19, 2012

Maryland Department of Transportation

Hanover, MD

Place Matters
Nothing Matters More to a Child Than a Place to Call Home

Social Services Administration

Carnitra White, Executive Director

Caseload Demographics

Race (reported quarterly)	End of March 2012
Black/African-American only	67.2%
White/Caucasian only	25.3%
Other only (only one Other race selected)	0.3%
Multiple (multiple races selected)	3.1%
Missing (includes blank, declined, unable to determine)	4.1%
Ethnicity	
Hispanic	4.1%

Youth in Out Of Home Care (OOH)

MARCH 2012, End Of Month

Age 14 and over	All OOH*	% Age 14 and over
3764	7083	53%

DATA Source: MD CHESSIE; Business Objects RE859R

On-site case review findings (preliminary)

DHR's <u>strengths</u>:

- – Preventing foster care re-entries
- – Use of Family Involvement Meetings
- – Collaboration with other agencies/community partners, etc.
- – Proximity of placement
- – Placement with siblings
- – Physical health of child
- – Staff and provider training

On-site case review findings (preliminary)

Improvements Needed:

– Timely setting of permanency goals

– Individualized services for families

– Focusing on the entire family

– Assessments during course of case

– Communication across programs

– Supervision (feedback loop)

– Timely completion of court paperwork

– Foster and adoptive licensing

Program Improvement Plan (PIP) Strategies

- Resource Development

- Supervision

- Permanency

- Family Centered Practice

Resource Development Strategies

- Standardize Foster Parent Approval Process

- Implement Well-Being Assessment

- Education Stability

- Resource Development

Resource Development
Foster Parent Standards Progress

- **Surveyed Local Departments of Social Services**

  - ✓ **Consisted of 18 questions regarding approval and re-approval practices**

  - ✓ **Many of the differences were around when they completed a particular practice standard**

  - ✓ **No agencies reported not completing required practice standards**

  - ✓ **There were differences in what types of monetary resources are accepted for a resource home approval**

Foster Parent Standards

Progress

Updated COMAR 07.02.25 Resource Home Requirements

– **Allowing provisional approval for relative restricted resource homes only**

– **Requiring 10 hours of in-service training for resource parents annually**

– **Allowing a home to be dually approved as a resource home and Developmentally Disabled placement to allow for transition between programs**

Resource Development

Foster Parent Standards Progress

– Incorporating new laws regarding window coverings, carbon monoxide alarms, and lead paint

– Allowing local departments to close a resource home under defined circumstances

– Allowing local departments to prioritize home studies based on order of usefulness rather than date of acceptance

Resource Development
Foster Parent Standards
Next Steps

– **Provide further clarification and guidance to local departments regarding financial stability requirements**

– **Determine what policy directives need to be developed since the revision of COMAR regulations**

– **Continue holding regular resource home staff meetings to provide guidance and clarification regarding resource home standards**

– **Develop Quality Assurance process for resource homes to monitor compliance**

Resource Development
Education Stability Progress

- Update of Access to Education Handbook

- Education Stability Policy

- Child Welfare, Education and the Courts Action Plan

Education Stability

- **Child Welfare, Education and the Courts Action Plan**
  - Development of the plan occurred in 2011 with representatives from DHR/SSA, MSDE and the Courts
  - Short term goals of the plan
    - Engage participation among key stakeholders (i.e. DJS, MSDE, DHR, DHMH, Courts, Foster Parent Association)
    - Improve communication and collaboration between child welfare, education, courts and DJS
  - Long term goals of the plan
    - Sharing of data among stakeholders
    - Cross training for child welfare, education, courts and DJS staff

Education Stability
Next Steps

- **DHR/MSDE Access to Education Handbook**
  - **Review and update as necessary**
  - **Develop and offer online training for LDSS and caregivers**
  - **Draft and Disseminate policy directive**
  - **Develop / conduct mandatory in-service training for foster parents**
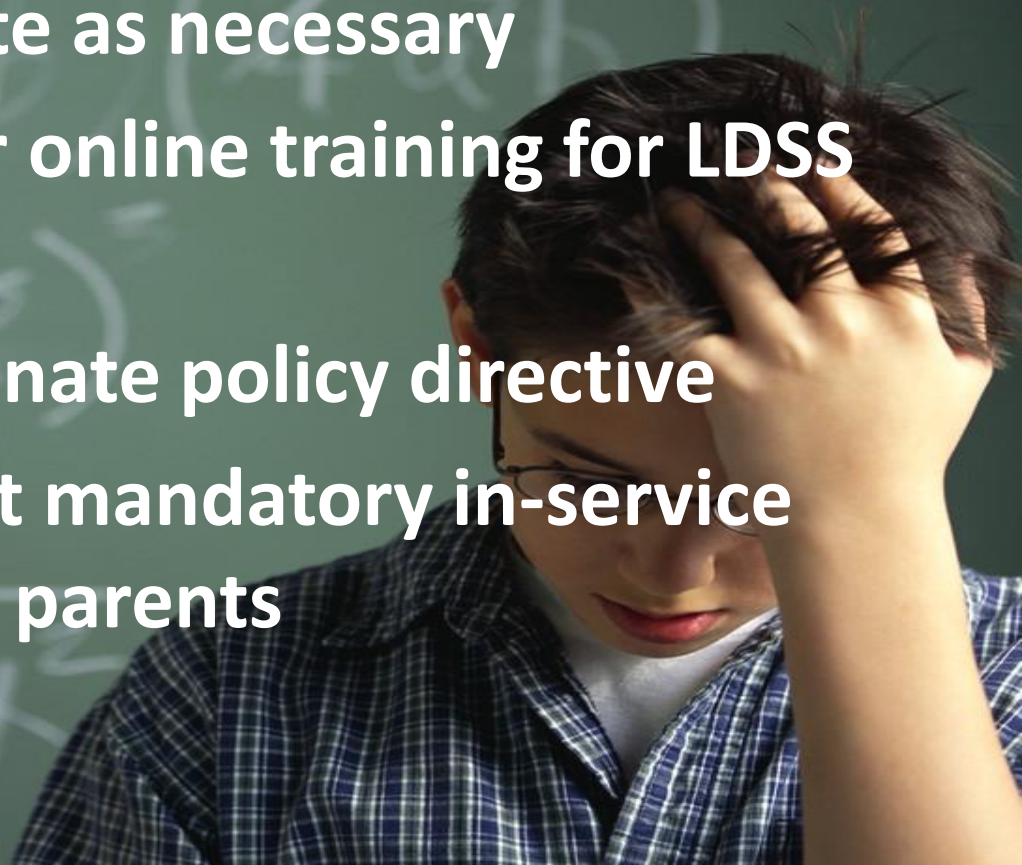
Well Being Assessment Progress

✓ **Developed Maryland CANS**

✓ **Developed and disseminated policy**

✓ **Incorporated CANS into MD CHESSIE**

✓ **Certified workers in CANS**

✓ **Developed Algorithm to assist in determination of care and services required to support youth**

CANS Progress

- Development of Early childhood CANS will be completed June 30, 2012

- CANS best practice guidelines developed by joint public / private workgroup

- Development of "CANS in practice" training series

Well Being Assessments Progress

- ✓ Designed an In-Home Services version of the MD-CANS.

- ✓ Certification in the MD-CANS is valid for using CANS-F.

- ✓ The CANS-F, like the MD-CANS, is intended to facilitate the development of case plans for in-home services.

Resource Development
Well Being Assessment Next Steps

- Finalize CANS-F specifications and incorporate into MD CHESSIE

- Monitor utilization of CANS and provide Technical Assistance

Resource Development
Service Array Progress

- Children's Cabinet Interagency Stakeholder Workgroup

- Private Provider Stakeholder Forums

- Evidence Based Practices Workgroups

- The Maryland Family and Services Interagency Strategic Plan

Service Array Progress

- **Work with CME's (Community Management Entities) to define roles of Resource Specialist Positions**
  - Hosted meeting with local jurisdictions to identify service gaps
  - Developed Listing of available services by region

Resource Development
Service Array Progress

Surveyed Local Departments regarding service needs

Identified Service Needs By Participating Counties

Job Training / Work Assistance

Housing (Affordable & Stable)
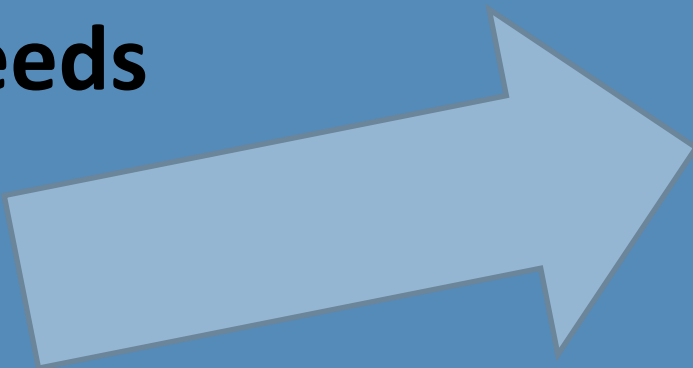
In Home Behavioral Health Aides

Respite

Substance Abuse Treatment

Trauma Focused Therapy

Parenting Programs (Coaching)

Mentoring Programs

Nurse Home Visiting

Service Array
Next Steps

- **Work with new CME to identify services**
  - **Enhance partnership between the Department, DHMH, the In Home Community Based Services providers and the CME.**
  - **Target services that will reduce risk of entry into out of home care**
  - **Develop strategies to fund services for at risk youth and families who are known to the department**

Supervision Strategies

- Develop a Supervision Model

- Revise safety and risk assessment tools

- Implement Consolidated Services

- Revision of Quality Assurance process

Development of Supervision Model

- **Workgroup Members**

  – LDSS supervisors and assistant directors

  – SSA staff

  – DHR HRDT

  – University of Maryland School of Social Work- Child Welfare Academy

  – Met from May 2011 through December 2011

 – Facilitated by Consultant (Marsha Salus)

Supervision
Development Of Supervision Model
Progress

- Child Welfare Supervision Model developed
  - Standards and expectations
  - Peer to peer learning
  - Coaching and mentoring
  - Screening tools for recruiting, screening and selection
  - Ongoing support for supervisors
  - Performance appraisal system consistent with standards and expectations
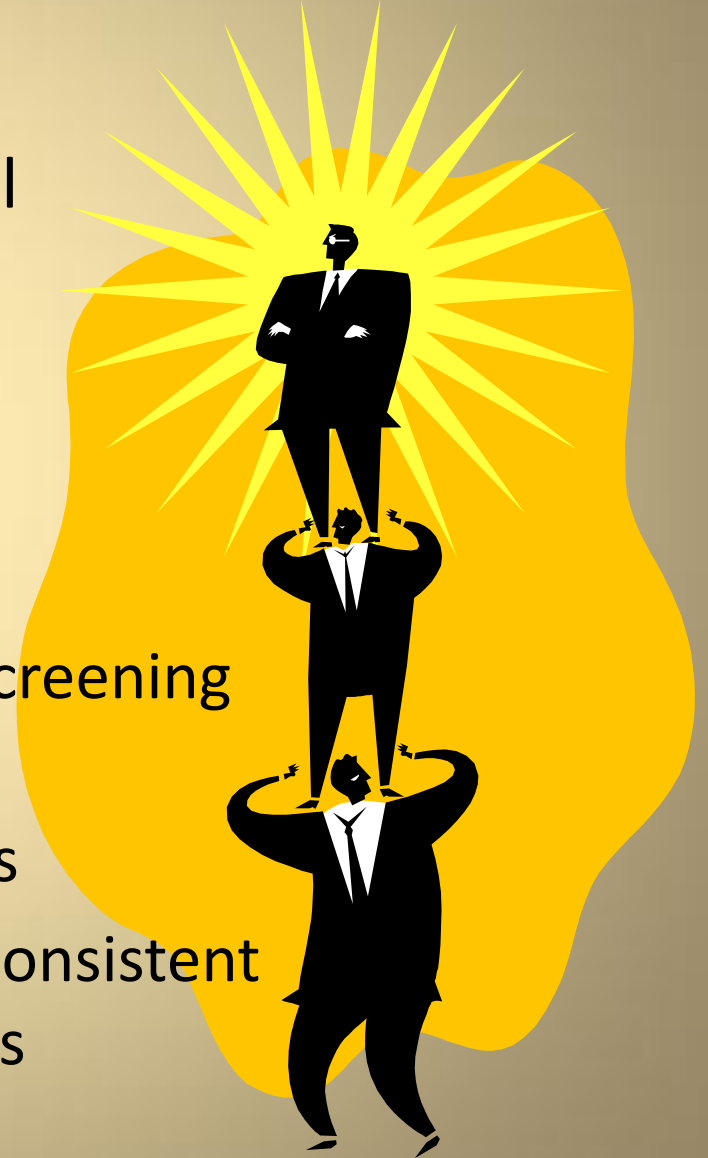
Supervision
Development Of Supervision Model
Next Steps

Implementation

- 7 pilot sites
  - Anne Arundel, Charles, Frederick, Prince George's, Queen Anne's, Somerset, Worcester
- Kick off meeting held May 31, 2012
- July 2012 coaches selection
- July 2012 Training begins
- Pilot sites provide evaluation

Supervision

Feedback Loop /
Communication across Programs

- PROGRESS
  - SSA Steering Committee Affiliate Meetings
  - Regional Supervisors Meetings
  - Quarterly program specific meetings
  - Distribution email for child welfare supervisors
  - Update SSANet to improve information sharing

Supervision
Safety and Risk Assessment

Strategies

- Revision of Safety and risk assessment tools

- Implementation of Consolidated In-Home Services

Safety and Risk Assessment

- **Goal -** Improve the connection between safety and risk assessment and safety and service planning.

Supervision

Safety and Risk Assessment Progress

- **Review** of current safety and risk tool with recommendations for updating and/or replacement.

- **Pilot Signs of Safety** in the 8 eastern shore jurisdictions

  - Beginning January 2012, **SoS was incorporated in new worker and current worker training**
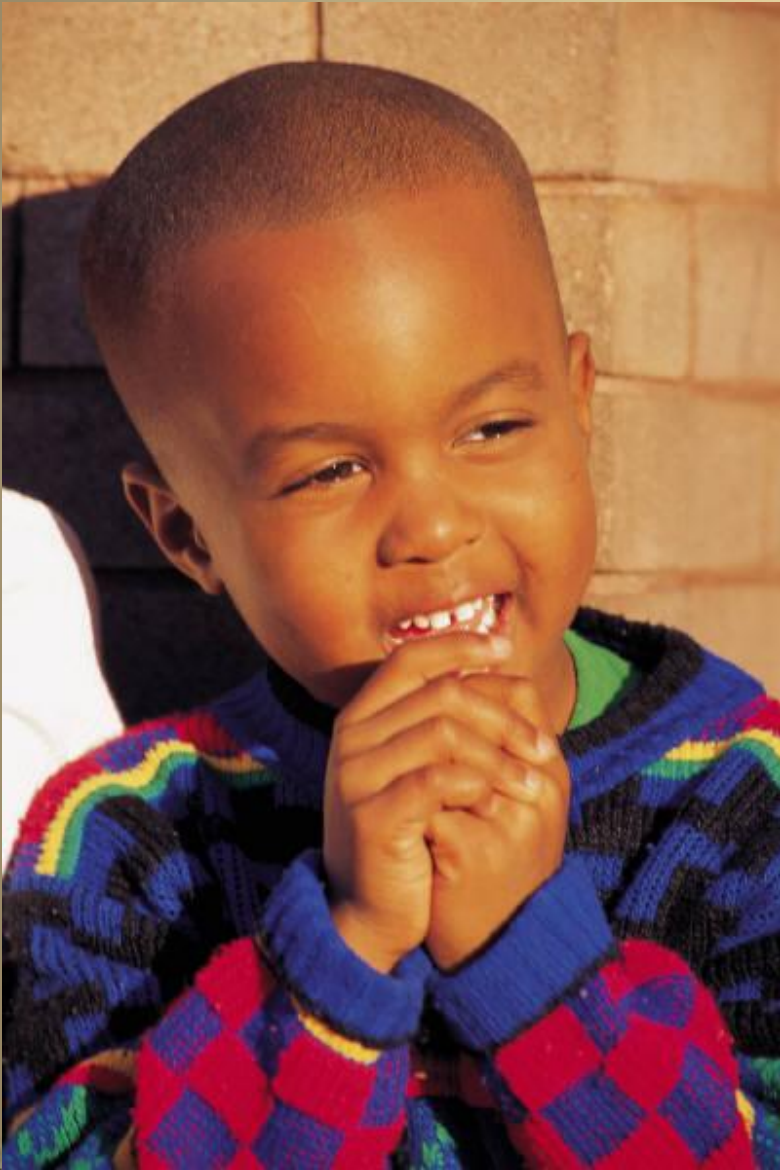
Supervision
Safety and Risk Assessment
Next Steps

- Continue **training on Signs of Safety**
- Revisions of SAFE-C
- Selection of actuarial risk assessment tool
- Statewide implementation of CANS-F (Family)

Consolidated In-Home Services

- Restructure on-going services to provide congruency between level of risk and safety and level of service provision.

- Hours of face-to-face contact relates to the intensity of service required given each case's level of risk and safety determination.

Risk and Safety
Referral/Case Flow Process
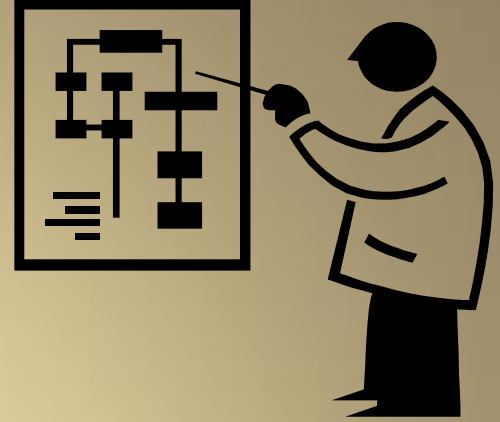
CPS Investigation   **NON CPS Investigation**

30 day assessment

Close Case (no risk or safety issue)
Community Referral – Close Case
Transfer to Ongoing In-Home Services

Risk and Safety
Consolidated In-Home

- Policy Implementation July 2012

- Update training Child Welfare Academy curriculum

- **Develop monthly reports** at the supervisory level on service intensity

Next Steps

Allegany
Baltimore County
Cecil
Dorchester
Howard
Montgomery
Somerset
Washington
Wicomico
Worcester

Quality Assurance
Progress

- As of the end of June 2012, **10 LDSSs** have:
  - Initiated the Continuous Quality Improvement (CQI) process
  - Submitted their Self-Assessments
  - Completed the QA On-site Review

Progress

- **As of June 2012, 5 LDSSs have submitted their Continuous Improvement Plans (CIPs)**
  - **The other 5 are in development**
- **CQI monitoring has begun for all LDSSs, with assistance from the University of Maryland School of Social Work**

Federal CFSR PIP Measurement

- **Data sources**
  - Item 1 – aggregate data from MD CHESSIE
  - Items 3, 4, 7, 10, 17, 18, 19, and 20 – from QA MD CHESSIE case reviews

- **Baseline data**
  - Collected November 2011 through April 2012
  - Submitted June 2012

Quality Assurance

What's Next

14 more on-site reviews
August 2012 through December 2013

- Continue:
  - Working with LDSSs as they develop Continuous Improvement Plans
  - Monitoring of the LDSSs
  - Federal CFSR PIP measurement data reporting
- Re-evaluate and revise the CQI process beginning in January 2014

Permanency Strategies

- Visitation Policy

- Caseplan/Concurrent permanency planning

- Older Youth Initiatives

- Adoption Services

Permanency
Visitation Progress

- Issued Policy
  - Progressive parent visitation
 - Sibling visitation

Visitation Policy Highlights

- Clearly outlines visitation requirements
- Progressive visitation: Gradual process of moving from supervised visits to trial home visits

Visitation Policy Highlights

- Stress the importance of the sibling relationship

- Allow daily contact (if in best interest) via phone, email, text

- For older youth (14-21) allow youth to have additional contact on their own (if they demonstrate age-appropriate behavior)

- At no time shall visitation be withheld as a form of punishment.
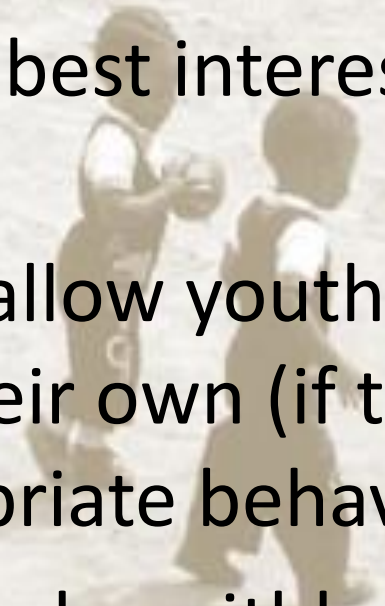
Permanency

Visitation Next Steps

- Provide initial Supervisory training on Policy at Program Specific Meetings
- Revise pre-service and in-service training curriculum Fall 2012
- Monitor

Caseplan / Concurrent Permanency Planning
Progress

- Researched best practices

- Developed work group with LDSS and FCCIP

- Drafted Policy

Caseplan / Concurrent Permanency Planning

- Outlines goals & benefits of concurrent permanency planning
- Provides detail information on the steps to be taken for each permanency plan, time frames, reasonable efforts

Permanency
Caseplan / Concurrent Permanency Planning
Next Steps

- **Finalize Policy – Mid July 2012**

- **Provide initial Supervisory Training at program specific meetings**

Permanency
Adoption
Progress

- Drafted Adoption Manual

- Manual will provide staff with a comprehensive how to guide from when to choose the permanency plan of adoption all the way to adoption finalization

- Staff will be able to follow the necessary and important steps to move children/youth to permanency.

Permanency
Adoption
Next Steps

- Complete Adoption Manual
- Implement and train child welfare supervisors
- Evaluate impact of policies and procedures

Older Youth Services - Progress

- **Developed:**
  - APPLA Policy
  - Placement Policy
  - Drafted Ready by 21 Transitioning Youth transition plan
  - Resource Directory
  - Website Link: www.mdconnectmylife.org

Permanency
Older Youth Next Steps

- Life Skills Training

- Finalize Transitioning Youth Manual

Permanency – Youth Engagement Model

YOUTH MATTER

ENGAGEMENT · EMPOWERMENT · INCLUSION · RESPECT · SUPPORT · VALUE · ADVOCACY

53% of kids in care are 14-21 yr olds

Youth Matter Mission

"Youth Matter" will improve services to youth in Maryland's child welfare system, and draw on their experience and recommendations for the enhancement of child welfare policy, practice, and the achievement of positive outcomes for youth working toward self-sufficiency.

53% of kids in care are 14-21 yr olds

Permanency – Youth Engagement Model
Youth Matter **– Progress**

Two Pilot Sites
- **Prince George's County**
- **Lower Shore (Somerset, Wicomico and Worcester)**

Next Steps
- **Statewide Implementation**
- **Recruit local sites**
- **Establish local implementation teams**
- **Collaborative technical assistance & monitoring**
- **Regional training**

Family Centered Practice (FCP) Strategies

- Curriculum Development and Training

- Facilitation Coaching

- Policy Development

- Family Involvement Meetings

Family Centered Practice
Progress

New Material Developed

- Facilitating Family Involvement Meetings

- Youth Engagement

- Facilitation Coaching

Revisions

- Pre-Service Modules 1-5

- Assessing and Planning for Risk and Safety

- Introduction to CPS

- Introduction to Out of Home

- Foster Parent Trainings

Family Centered Practice
Curriculum Development and Training Progress *- continued*

- FCP Engagement and Teaming training offered to provider community

- Facilitating Family Involvement Meetings

- Facilitation Coaching

- Youth Engagement

- Assessing Risk and Safety

Family Centered Practice
Family Involvement Meetings (FIM)

What is a FIM?

- **A forum to convene family and related team members at key decision-making points in a child welfare case.**

Family Centered Practice
Family Involvement Meetings Accomplishments

|	
Total Number of Meetings Completed	3288
Number of Children Involved in FIMs	4499
Type of Triggers	
Removal/Considered Removal	1551
Placement Change	837
Permanency Change	596
Youth Transition Plan	395
Voluntary Placement Agreement	155
Number of Participants	
Parents/Legal Guardians	3499
Child/Youth	1891
Relatives	3458
Service Providers/Community Participants	4979
Foster Parent	1020
Private Providers	1136

Family Centered Practice
Curriculum Development and Training Next Steps

Develop Curriculum
- Engaging Fathers
- Kinship Navigator
- Family Finding
- Supervision Model
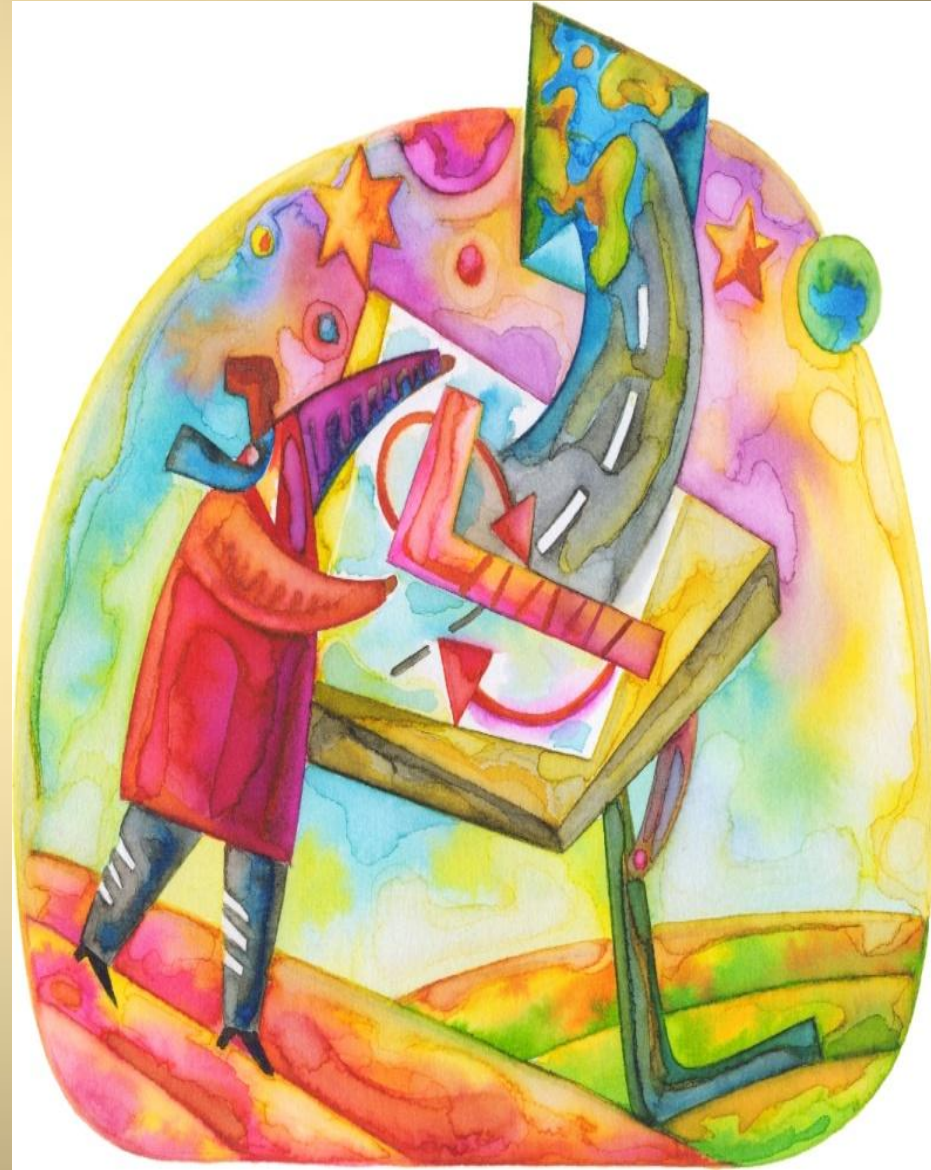
Program Improvement Plan (PIP) Annual Meeting
Thank you to our Partners and Participants!